

WHAT IS CLAIMED IS:

1. Risk management software embodied upon a computer-readable medium, the software comprising a set of instructions for the following steps to be performed when the software is executed:
- a) accessing project data consisting of a plurality of actions to be performed;
 - b) analysing the project data to identify a plurality of activities to at least some of which is assigned at least one risk indicator;
 - c) on the basis of one or more mitigating tasks identified to reduce or prevent a risk or the consequences of a risk, outputting to the project data one or more new actions or alterations to existing actions in the project data; and
 - d) accessing changes to the project data and revising the plurality of activities in dependence on whether the changes are to actions in the project data resulting from step c) above.
2. Risk management software as claimed in claim 1, wherein the changes to the project data are compared with new actions or alterations to existing actions previously output to the project data and where the changes to project data relate to actions previously output to the project data no revisions are made to the plurality of activities.
3. Risk management software as claimed in claim 1, comprising the step of receiving a trigger from the project data when the project data has been changed.
4. Risk management software as claimed in claim 1,

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comprising the step of periodically polling the project data to determine whether changes have been made to the project data.

- 5 5. Risk management software as claimed in claim 1, comprising the further step of automatically outputting a message to one or more predetermined recipients.
- 10 6. Risk management software as claimed in claim 5, comprising the further step of automatically outputting a message to one or more predetermined recipients when the consequences of a risk are identified as exceeding a selected threshold.
- 15 7. Risk management software as claimed in claim 5, wherein the message is automatically output when the processor receives notice of an impacted risk.
- 20 8. Risk management software as claimed in claim 1, wherein the risk indicator consists of one or more of a cost allowance and a time allowance.
- 25 9. Risk management apparatus comprising a risk processor; means for linking the risk processor to a risk data store; a project data interface for linking the risk processor to a second store containing project data; and a program store containing a set of instructions for performing the following functions:
- 30 a) accessing project data in the second store, the project data consisting of a plurality of actions to be performed;
- b) analysing the project data to identify a plurality of activities to at least some of which is assigned at least one risk indicator and storing the plurality of activities in the risk data store;
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- 5 c) on the basis of one or more mitigating tasks identified to reduce or prevent a risk or the consequences of a risk, outputting to the second store one or more new actions or alterations to existing actions in the project data; and
- 10 d) accessing changes to the project data and revising the plurality of activities stored in the risk data store in dependence on whether the changes are to actions in the project data resulting from step c) above.
- 15 10. Risk management apparatus as claimed in claim 9, wherein the risk data store and the second store utilise the same database.
- 20 11. Risk management apparatus as claimed in claim 9, further comprising a network interface for connecting to the second store when located at a remote site.
- 25 12. Risk management apparatus as claimed in claim 9, wherein the functionality of the apparatus is divided into at least three parts: a presentational part for managing the presentation of risk information to a user of the apparatus; a logic part for analysing the project data and for generating and updating the contents of the risk data store;
- 30 and an interface part for enabling communication of the apparatus with external applications and wherein the presentational part and the interface part are restricted to only interfacing internally with the logic part.
- 35 13. Risk management apparatus as claimed in claim 12, wherein the apparatus includes a fourth part consisting of a risk data store interface which is permitted to interface with both the logic part and

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the interface part.

14. A risk management method for storing and updating risk information, comprising the steps of:

- 5 a) accessing project data consisting of a plurality of actions to be performed;
- b) analysing the project data to identify a plurality of activities to at least some of which is assigned at least one risk
- 10 indicator;
- c) on the basis of one or more mitigating tasks identified to reduce or prevent a risk or the consequences of a risk, outputting to the project data one or more new actions or
- 15 alterations to existing actions in the project data; and
- (d) accessing changes to the project data and revising the plurality of activities in dependence upon whether the changes are to
- 20 actions in the project data resulting from the step (c) above.

15. Integrated project management and risk management apparatus comprising:

- 25 a project data store containing a plurality of inter-related project actions;
- a risk data store containing a plurality of inter-related project activities related to said project actions, and a plurality of risk indicators
- 30 associated with said project activities; and
- a risk processor in communication with said project data store and said risk data store, said risk processor being operable to:
- read project actions from said project data
- 35 store;
- read project activities and associated risk indicators from said risk data store;

generate and write to said risk data store changes to said project activities and risk indicators to reflect the project actions read from the project data store;

5 generate or receive, and write to said risk data store, one or more mitigating activities identified to reduce or prevent a risk or the consequences of a risk associated with a project activity; and

10 generate and write to the project data store one or more new project actions, or alterations to existing project actions, corresponding to the mitigating activities generated or received.

15 16. The apparatus of claim 15 wherein the risk processor is operable to identify and thereby not to further process changes in the project data which were generated by the risk processor.

20 17. A method of operating an integrated project management and risk management apparatus comprising a project data store containing a plurality of inter-related project actions, a risk data store containing a plurality of inter-related project activities related to said project actions and a plurality of risk indicators associated with said project activities, and a risk processor in communication with said project data store and said risk data store, the method comprising the steps of operating said risk processor to:

30 read project actions from said project data store;

 read project activities and associated risk indicators from said risk data store;

35 generate and write to said risk data store changes to said project activities and risk indicators to reflect the project actions read from the project data store;

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generate or receive, and write to said risk data store, one or more mitigating activities identified to reduce or prevent a risk or the consequences of a risk associated with a project activity; and

- 5 generate and write to the project data store one or more new project actions, or alterations to existing project actions, corresponding to the mitigating activities generated or received.

- 10 18. A computer program product embodied on a computer-readable medium, the program product being for use in an integrated project management and risk management apparatus, and comprising:

- 15 a project data store containing a plurality of inter-related project actions;

 a risk data store containing a plurality of project activities related to said project actions and a plurality of risk indicators associated with said project activities;

- 20 and a risk processor in communication with said project data store and said risk data store, said computer program product comprising computer program instructions which, when executed by said risk processor, carry out the method steps of claim 18.

FOIA b 7 - D504663